


This paper with minor editorial exceptions is as Mr. Bannerman approved it.

 **John W. Coffey**

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**Assistant Deputy Director  
for Support**

Orig - Adse w/O of DD/S 68-3887

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DD/S 68-3887: Memo to Ex. Dir. -Compt. dtd \_\_\_\_\_  
fr DD/S, subj: Career Management

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DD/S 68-3887

1 AUG 1968

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Career Management

1. This memorandum is responsive to your request made in a meeting of the Deputies on 13 June 1968.

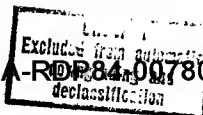
2. Within the Support Directorate we have eight Career Services. There is a functional Career Service for each of the seven offices, and the "S" Career Service, largely comprising generalists, under the immediate direction of the DD/S. Each Office Head is responsible for developing his personnel to fill positions designated for that particular functional Career Service. These programs encompass semi-annual or annual reviews of all employees for promotion rankings, nomination of careerists for attendance at external training facilities, nominations for specific internal training (Midcareer Executive Development Course), selection of personnel for rotation to senior Career Service positions outside of the Headquarters office, etc. In order to accomplish these programs each office has a formalized Career Service Board which operates in an advisory capacity to the head of the Career Service; subordinate Panels are used to assist the Boards in some offices. The "S" Career Service is operated in a similar fashion with the Support Office Heads composing the Career Service Board.

3. While there is no formal control system at the Directorate level, the DD/S monitors the career management system through:

a. Approval of all promotions within the Directorate to GS-15 and higher grades. It is also normal procedure for Office Heads to consult with the DD/S on proposed promotions of their personnel to GS-14.

b. Approval of the assignments of senior officers to positions within and without the Headquarters offices.

c. An annual discussion of office executive inventories with Office Heads.

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d. An annual review with every Division and Staff Chief of his activities.

e. Review of Fitness Reports involving ratings of "Outstanding" and, at the bottom of the fitness scale, those rated "Adequate" and "Weak".

f. Advice from senior officers of the Support and other Directorates as to "comers" and Support officers who have turned in unusual performances.

4. Our concept of providing Support Service to the various Agency components and programs is based on a team approach; a senior Support officer, usually a "generalist", backed up by such functional technicians and specialists as the particular Support task may require. This Support team concept is operational in components throughout the Agency, both at Headquarters and overseas. We have found this method of operation to be readily adaptable in crisis situations, with the cross training received by Support officers enabling a relatively few officers to carry on in several functional areas until they can be augmented. We thus attempt to assign personnel with a mix of interests, functional capabilities and experience. These assignments are made on the basis that personnel of GS-14 and above have achieved professional capability in their primary field of specialization and, through training and experience, most have developed managerial abilities. This enables us to pull people of this caliber from functional offices for assignment as senior Support officers when required.

5. In order to develop this team capability, I encourage personal flexibility and transferability, between Support Offices and between the Support Directorate and other Directorates. Although some intra-Directorate rotation occurs, most of it is to or from the "S" service. We find that "generalist" expertise is usually developed through exposure to on-the-job requirements resulting from assignments to support teams in non-Support components. Training courses also serve to "cross-train" personnel, augmenting the number of personnel who rotate between functional offices (a finance officer to fill a Finance position in the Office of Logistics, for example). We already have a large volume of movement to and from other Directorates; this includes the actual change of career designations plus the much greater volume of rotation of Support personnel to and from these Directorates. During Fiscal Year 1968 67 Support personnel transferred their career designations to Career Services of other Directorates, and the Support Services accepted 55 employees from non-Support Career Services. During the same period of time ☐ Support personnel

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were rotated for tours of duty in components other than the "home" office. Not all of these positions are directly related to Support activities, as Support personnel have been made available to the CORDS Staff, to the RDC Program and for positions bearing non-Support career designations. Within the Support Services, probably our most outstanding example of the team approach has been that of assembling specialists from the various Support offices to develop the Support Information Processing System. In intra-Directorate rotation, I believe that we are about as responsive as our manpower will permit.

6. I place a considerable emphasis on training throughout the Support Directorate. In order to better focus training for the Directorate we established the Support School within the Office of Training. This School is basically responsible for specialized internal training directed at Support careerists, including the Support Services Review Course (conducted   on a bi-monthly basis for 50 students in each course). The School also administers the Managerial Grid and the new Advanced Management (Planning) Seminar, both of which are extensively used in training Support careerists. I feel that this effort is paying off through making individual Support careerists more aware of the activities, functions, and responsibilities of other components in the Support and general management areas. We are also continuing to develop and upgrade recruitment standards for professional input to the Support Services. Currently, over 40% of our annual professional input comprises Career Trainees and we have assigned a senior Support officer as a full-time program head.

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7. While we attempt to monitor the career development of all individuals, particular stress is placed on Career Trainees, "comers", and those personnel who have been identified for participation in the Midcareer Executive Development Program. Career plans, while not in general use in all Support offices, have been developed and are utilized in the career management of Career Trainees and participants in the Midcareer Executive Development Program. These plans have been found to be useful in preparing proposals for some of the career boards; in other instances, the exigencies of the service make long-range planning somewhat sterile. All assignments in the DD/S area are considered directed assignments. In all Career Services, however, due consideration is given to existing plans, the requirements of the position, and the interest and personal factors of the employee. Failure by an employee to respond to an assignment results in some form of personnel action. Career programs are structured to two- or three-year tours, and we are usually successful in advising individuals of their next assignment three to six months in advance of the scheduled expiration date of their tour.

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8. In summary, the Support Directorate has a positive program of career management, monitored at the Deputy Director level, but with responsibility decentralized to the Office Heads.

a. The Support Services develop functional and managerial expertise to meet the requirements of Agency components and programs.

b. The key to our Support team concept lies in career development of the individual employee.

c. Intra-Directorate rotation is encouraged, and is particularly applicable to new employees seeking areas of functional interest, and to senior personnel with training and experience enabling them to fill senior managerial positions.

d. A substantial number of Support careerists rotate to other Directorates, where they accomplish support or operational missions, and acquire invaluable knowledge of the mission, functions, problems, and methods of operation of those components. Senior Support officers, occupying responsible positions as executive, administrative, finance, contracting and security officers, etc., are increasingly identified for advancement to positions of greater responsibility.

(signed) John W. Collopy

*for*  
R. L. Bannerman  
Deputy Director  
for Support

SA-DD/S:RBW:dlk (31 July 68)

Distribution:

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